

Head of Operations and Customer Service

Recruitment Pack | July 2021



Contents

Your application	– Page 05
Welcome to SW9 Community Housing	– Page 06
About SW9 Community Housing	– Page 08
Our Management Team	– Page 10
Role profile	– Page 12
Person specification	– Page 14
Senior Team Leadership structure chart	– Page 16
Head of Operations and Customer Service structure chart	– Page 16
Key terms and conditions	– Page 18
Key dates and the selection process	– Page 20
Supplementary Information	– Page 20
Media advertisement	– Page 21





Your application

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. To apply you should submit:

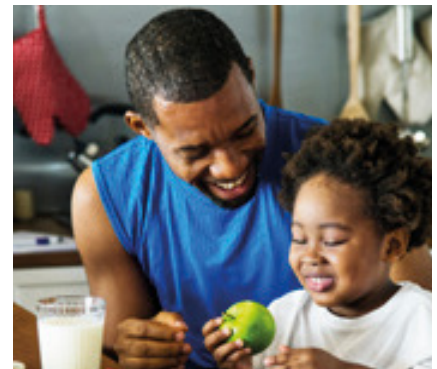
- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages.
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages.
- The declaration form, noting that completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our

commitment to equality and diversity.

- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please submit your completed application documents using the online form, which is accessible via our jobs page: <https://www.campbelltickell.com/jobs/>

Applications must be received by Monday 16th August (9am)



Please ensure we receive your application in good time. If you do not see an onscreen confirmation message after submitting your application using the online form, please call us on 020 3434 0990.

Do call me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards

Kelly Shaw

Senior Associate Consultant
07900 363 803

Welcome to SW9 Community Housing

I am delighted that you are considering applying for the Head of Operations and Customer Service role at SW9 Community Housing and hope this recruitment pack gives you a flavour of who we are and what we're about.

I believe this is a unique opportunity to join an organisation that has a strong sense of community and a tradition of resident involvement. As the housing management organisation for the Stockwell Park Estate and neighbouring street properties we manage the day-to-day housing services for around 1,800 homes on behalf of the landlord, our parent company, Network Homes.

Whilst the housing sector has many challenges ahead, including managing the recovery post-COVID, our business has demonstrated strength and agility. We are a strong performing business and provide a high level of service. We want to be a

leading housing provider known for the quality of our homes and strong customer service.

This role will be attractive to a leader who will enthuse and inspire. You will have the ability to provide confidence at a senior level, be inclusive, and demonstrate empathy with staff and residents.

The post lends itself to an ambitious, forward-thinking professional who may be looking for their first Head of Service post, or a more experienced professional who is looking to take the opportunity to operate in a culture that has a strong customer focus and is a resident-

led, locally-focussed, housing management organisation.

I'm sure that, should you join us, you will get a great deal back and I hope that I have encouraged you to read further and find out more about this great opportunity to join the team at SW9.

I look forward to receiving your application.

Delroy Rankin
Executive Director



About SW9 Community Housing

Homes and the people who live in them are important to us. They're the reason we do what we do.

There's a strong sense of community and a tradition of resident involvement in the way that the housing on the Stockwell Park Estate is managed. We think it's this tradition and heritage that makes the area so special.

SW9 Community Housing came into being in 2016 to work closely with Stockwell's residents and build a bright future for the estate.

As the housing management organisation for the Stockwell Park Estate, we manage the day-to-day housing services for around 1800 homes on behalf of the landlord - our parent company, Network Homes.

Our Mission is to: "Work in partnership with local people to provide effective and sustainable housing services, enabling our community to flourish."

Our values: Our values reflect our commitment to providing excellent services and community cohesion through the empowerment of our residents:

Independence: SW9 aims to operate as an independent socially responsible business that builds on the accomplishments of both Community Trust Housing and Network Homes.

Local: SW9 wishes to retain its close local links and support local people and businesses.

Quality: SW9 wishes to provide good quality housing and services which will not only benefit residents but also enhance their quality of life. We will also demonstrate, deliver, and promote recognised good practice within the tenant-led housing sector.

Working in partnership: SW9 is keen to work in partnership with the local authority, other housing providers and organisations whenever this will benefit the provision of local housing and services.

Value for money: SW9 aims to ensure it delivers competitive, high-quality services that represent value for money for our residents.

Financially sound: SW9 will be prudent in its financial management. This will ensure a strong and viable future with the ability to continue to maintain existing homes and offer a full range of services to a high standard.

Integrity: The Board and staff will operate in an environment which supports the highest levels of integrity: where openness is encouraged across all our activities and with our stakeholders and partners. Our governance will be regularly reviewed to ensure appropriate controls and accountability across all areas of our business.

932



General Needs



622

Leasehold



72

Shared Ownership



48

Supported
Housing



40

Active Elderly



4

Market Rent



Our Management Team



Delroy Rankin -
Executive Director

Delroy started working at Stockwell Park in October 1998. He held several housing management positions before being appointed Executive Director in 2006. Delroy was part of the team that oversaw the Stock Transfer and assisted in developing the regeneration proposals that have transformed the estate over the last 13 years.

An ardent supporter of social housing, Delroy headed the transition of Community Trust Housing to SW9 Community Housing in 2016, ensuring the longstanding tradition of resident-led housing at Stockwell was preserved.



Dipak Patel -
Head of Corporate Services

Dipak joined SW9 in March 2020 and brings over 20 years' experience in the housing and health care sectors, including director level roles in Corporate Services and Finance. He joined SW9 at a pivotal time as it explores alternatives for the ownership and management of the Estate.



Orane Lewis -
Head of Finance

Orane is a fellow member of the Association of the Chartered Certified Accountants (ACCA) and a member of the Association of Accounting Technicians (AAT). He joined SW9 as Head of Finance in February 2020 and brings over 20 years' experience in social housing and charity finance, where he held several managerial roles. Orane has responsibility of the Finance, service charges and HR functions at SW9.



Role profile

Reports into:

Executive Director

Responsible for:

Circa 44 staff, 5 direct reports,
£4.8m revenue budget

Role Purpose:

The Head of Operations and Customer Service reports to the Executive Director and is a member of the SW9 CH Senior Leadership Team, which is responsible for the effective leadership, performance, achievement, and development of all SW9 activities. Working together with other senior colleagues, operational managers, and the wider staff team, the postholder will ensure that our customers enjoy high quality services and that customer facing and back-office functions provide (and can demonstrate) value for money plus continuous improvement.

In addition, the post-holder has specific operational responsibilities for ensuring SW9 CH retains compliance with the obligations set out in the Management Agreement between SW9 CH and Network Homes, the landlord and asset owner.

The specific functional portfolio to lead includes, but is not limited to:

- Customer Services.
- Property Management.
- Tenancy Management.
- Income Management.
- Leasehold Management.
- Estate Management.
- Resident Engagement & Communications.

Main duties and responsibilities:

- Respond to changing external circumstances and internal priorities by continuously driving the organisation forward in the post-COVID environment and developing the capacity and effectiveness of the organisation.
- Be a positive and passionate ambassador for SW9 CH, ensuring that effective and productive working relationships are developed and maintained with all stakeholders.
- Identify, evaluate, and contribute to opportunities to develop the services and business within SW9 CH's strategies and objectives, and contribute to the success of the organisation.
- Contribute to the development of direction, strategy, objectives, and continuous performance improvement, working with Senior Leadership colleagues and the SW9 CH Board.
- Attend meetings of the Senior Leadership Team, working collaboratively to meet corporate objectives. Write and present reports for SW9 Board and Committee members.
- Promote an active and dynamic Health and Safety culture across operational teams, ensuring 100% of Risk Assessments are in place, that Safe Systems of Work are documented, accidents near misses and ill health are investigated, proactive monitoring (audit and inspection) of contractors and staff, plus 100% of mandatory Health and Safety training is attained.

- Ensure that all departments deliver best value, meet high sector standards, are effectively managed and demonstrate continuous improvement.
- Effectively manage all budgets, authorisation procedures and resources related to the operations function.
- Provide direction, leadership and support to the operational teams and through them cultivate an effective, empowered, motivated and high performing workforce.
- Identify and act upon opportunities for development and service improvement.
- Be responsible for ensuring all statutory, regulatory, legal and contractual requirements for SW9 CH are met.
- Be responsible for personal development and maintain professional development activities, keeping up to date with the wider social housing context, emerging business trends and best practice.

- Deputise for the Executive Director as and when required, ensuring business continuity and effective decision making.
- The postholder will also be part of a 24-hour emergency on-call rota that includes all Senior Managers.

Standard Responsibilities:

Adopt and comply with SW9 values, policies and procedures, and regulatory frameworks including:

- Code of Conduct.
- Health and Safety.
- Data Protection, confidentiality, privacy and use of IT resources.
- Regulatory standards and probity.
- Risks and internal controls framework.
- Human Resources policies and procedures.
- Equality and diversity.

The post holder may be required to undertake duties of a similar nature and at this level elsewhere within in the service.

Contacts - External/Internal

- Executive Director, Senior Managers, Operational Managers, and staff within SW9 CH.
- Executives and Managers within Network Homes.
- Residents and resident representatives.
- Board and Committee members.
- Contractors and consultants.
- Contract Liaison Officer.
- Members of Parliament and Local Councillors.

Person specification

Education:

- Degree-level education or equivalent through relevant training/experience commensurate to the role.
- Holds a relevant professional qualification (highly desirable).
- Holds a management qualification (desirable).
- Evidence of continuous, challenging, and relevant professional development.

Knowledge and Experience:

- Significant experience at senior management level within social housing, preferably within the resident-led environment.
- Substantial budgetary responsibility and evidence of driving forward an innovative, high quality and customer focused service in the relevant services areas.
- Knowledge of the regulatory requirements of Registered Providers is desirable.
- Experience of successful working at senior management level.

- Demonstrate evidence of building and maintaining effective, productive relationships with key stakeholders.
- Experience of devising and delivering budgets, strategies, policies, and procedures in the field of social housing.
- Sound knowledge of current and future challenges facing the housing sector as well as an understanding of “third sector” services’ issues and sensitivities.
- Up-to-date knowledge of legislative frameworks, regulatory requirements, and key issues relevant to the post.

Skills:

- High level of numerical, verbal, and written skills to manage budgets, produce and present reports, policies, procedures etc to the Board, Committee, staff and stakeholders.
- Excellent analytical skills to consider differences and challenges and find workable solutions.

- Excellent leadership and motivation skills with evidence of identifying and developing high performers.
- Excellent communication and negotiating skills to build effective relationships with key staff and stakeholders.
- Able to gain credibility, represent and promote the organisation with internal and external stakeholders.
- Able to model excellent behaviour to other managers and staff in the organisation, demonstrating a model of professional standards always aligned to SW9 CH Values and Behaviours.

Personal Attributes:

- Passionate about delivering and driving forward an excellent service to improve and maintain a high level of customer satisfaction.
- Genuine empathy to show customers that you really care and that their concerns matter.
- Adaptable and ‘can do’ attitude.

Competencies:

We want to make SW9 CH a great place to work and a great organisation that really delivers for its customers. Our HART behaviours are designed to guide how we work, every day. Everyone within the organisation is expected to demonstrate the four HART behaviours: -

Hungry – I am ambitious to succeed.

- Optimistic: I am can-do and focussed on what can be done.
- Creative: I find new ideas and solutions to challenges.
- Bold: I get out of my comfort zone and try new things.
- Motivated: I welcome feedback and want to succeed.

Accountable – I take personal ownership and responsibility to get things done. I make things happen by empowering and delivering through the team and using resources effectively.

- Resilient: I work hard to make things happen.
- Disciplined: I am realistic and do what I say I will do.
- Personal ownership: I take ownership of an issue until it is resolved.
- Confident: I make decisions that are within my remit.

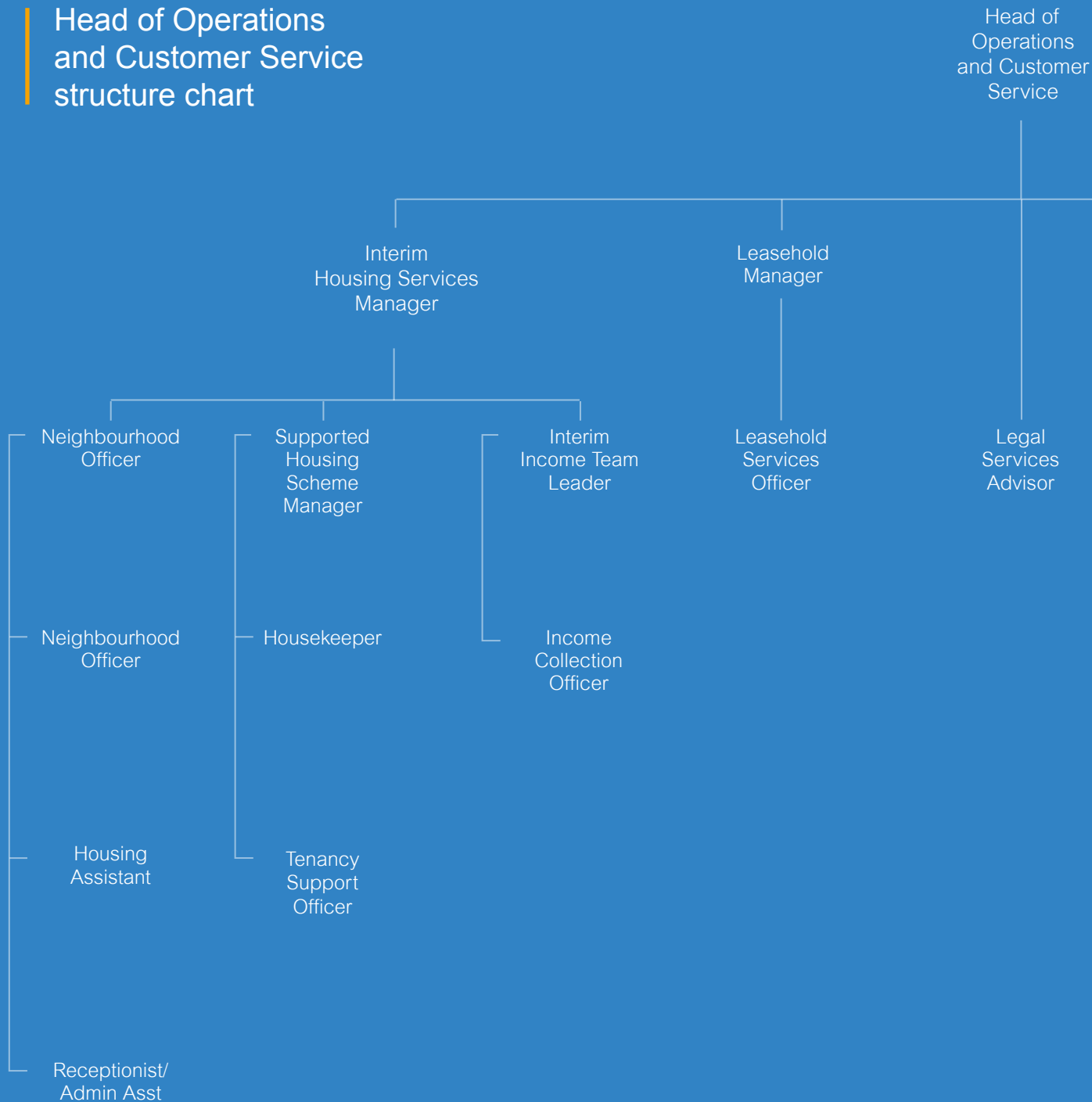
Respectful – I treat everyone with respect and understanding. I arrive on time and take full part in meetings.

- Prepared: I arrive on time and take full part in meetings.
- Communicator: I listen to others and work hard to communicate well.
- Responsive: I always answer a ringing phone and respond quickly.
- Self-aware: I put myself in others' shoes and understand how my actions impact on others.

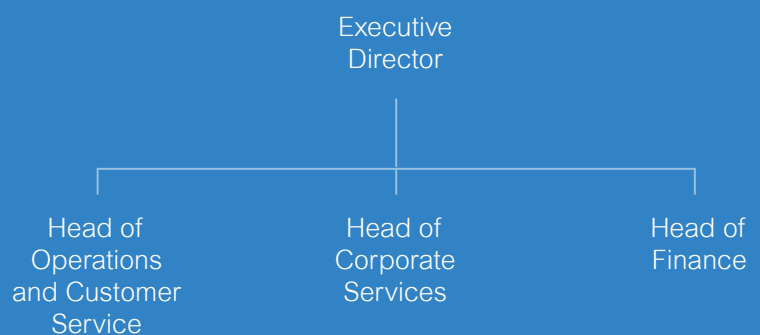
Together – I am proud to be one team.

- Positive: I talk positively about SW9 CH as one team.
- Proactive: I put myself forward and build great relationships.
- Supportive: I support and recognise the contribution of others.
- Role model: I genuinely believe I make the difference.

Head of Operations and Customer Service structure chart



Senior Team Leadership structure chart



Key terms and conditions

The role

Head of Operations
& Customer Service

Loan schemes

On successful completion of your probation period, you can apply for various interest free loans such as: season ticket loan, welfare loan, financial hardship loan, rental deposit loan, and cycle to work scheme loan, to support staff through financial hardship. This is paid directly into your account and deductions are spread over 10 months.

Defined Contribution Pension

You will be auto-enrolled into the Social Housing Pension Scheme (SHPS) on 5%. However, you can contribute whatever percentage suits you. SW9 will match your contributions up to 10%. So, for example, if you contribute 6%, SW9 will contribute 6%. If you contribute 12%, SW9 will contribute 10%.

Pension scheme members also benefit from 5 x annual salary life assurance cover so that if you were to die in service, a lump sum would be payable to your beneficiaries as stated on your completed pensions Nomination Form.

Buy or Sell Annual Leave/ Carry Forward

We recognise that personal plans or commitments change year on year. Therefore, you can request to buy a maximum of 5 days annual leave per calendar year or sell a maximum of 5 days per calendar year. If you haven't managed to use all your annual leave entitlement within the calendar year you can, with approval from your line manager, carry forward a maximum of 5 days. Any carry forward must be used by June in the next calendar year.

PerkBox

Staff have access to over 200 big brand discounts through an online platform operated by PerkBox. The platform also hosts a wellness hub and other top discounts. Your login details will be sent to you in your first week.

Employee Assistance Programme

Through the PerkBox platform, staff have access to the free employee assistance helpline 24/7. Staff can talk confidentially with fully qualified counsellors, solicitors, and consultants to get professional support as and when they need it.

Staff Bonus

We work to reward employees fairly for the work they do. Our Contribution and Development Review Scheme recognises employees' performance and rewards them with a one-off bonus for all their hard work and contribution to the organisation.

Training

We offer a range of training including mandatory, compliance, cultural engagement, technical, soft skills, Management and Leadership, plus Information Technology via our Corporate Training Programme.

Once an employee has passed their probation period, they are given the opportunity to apply for a professional development grant per annum. Employees who are successful in their application can be entitled to have 80% - 100% of their course paid for.

Working Hours & Annual Leave

Normal working hours are 35hrs a week, Monday to Friday, 9.00am to 5.00pm. At this level you would expect the postholder to be flexible with their working hours as they will be required to attend evening meetings as detailed in the role profile.



Length of Service

During 1st year of service
After 1 year of service
After 2 years of service
After 3 years of service
After 4 years of service
After 5 years of service

Entitlement

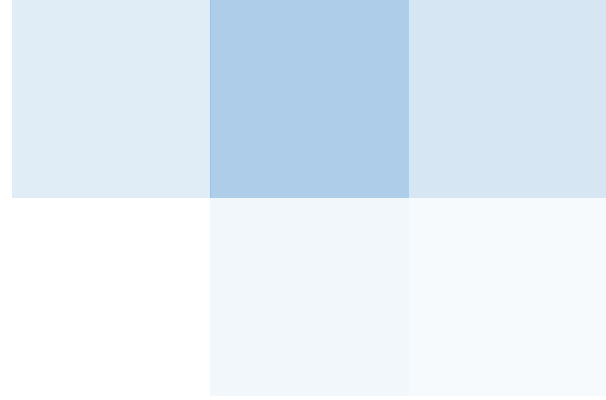
27 days
28 days
29 days
30 days
31 days
32 days

Probation

6-month probationary period.

Office Location:

6 Stockwell Park Walk, London SW9 0FG



Key dates and the selection process

Closing date:

Monday 16th August (9am)

The client meeting to agree longlisted candidates will take place on Friday 20th August. We will be in touch to let you know the outcome of your application by Monday 23rd August at the latest.

First interviews:

Thursday 26th August

Longlisted candidates will be interviewed virtually via MS Teams by a Campbell Tickell panel including Kelly Shaw and Jane Taylor.

On the same day there will be the opportunity for candidates to have a virtual informal discussion with Delroy Rankin, Executive Director.

Assessment & Stakeholder Sessions:

You will also be asked to complete a WAVE psychometric profile online and remote technical test on Tuesday 31st August.

Shortlisted candidates will have the opportunity to meet a range of stakeholders (SLT & Direct Reports) on Friday 3rd September.

Final interviews:

Friday 10th September

Shortlisted candidates will be interviewed by a panel to include Delroy Rankin – Executive Director and two Board Members. Kelly Shaw at Campbell Tickell will also be in attendance.

It will be decided nearer the time whether interviews will be held face to face or virtually taking government guidelines into account.

Supplementary Information

[About us](#)

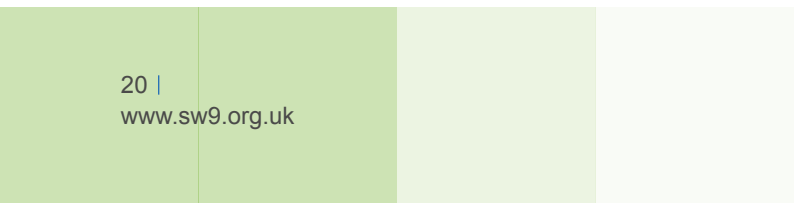
[Publications](#)

[Annual Report 2019/20](#)

[Our Board](#)

[Compliments, Complaints and comments](#)

[Customer Service Promise](#)





Head of Operations and Customer Service

£72K, plus benefits | London

We are seeking a dynamic and dedicated individual to lead our Operations and Customer Service function. SW9 Community Housing manages circa 1800 homes in South London, and is part of Network Homes, a G15 Registered Provider. We are passionate about providing good quality homes to our residents. For us, supporting our customers and ensuring they have a say in how their properties are managed is just as important as the actual bricks and mortar.

As our new Head of Operations and Customer Service, your remit will be broad, encompassing property and estate management, lettings, customer care and resident services and

engagement, this is an interesting role for an ambitious individual.

This could be your first leadership role, or you might be an experienced leader seeking to use your skills in a community-based organisation, where you will clearly see the positive effect you are having on the lives of a diverse range of residents every day.

Your excellent communication skills will allow you to engage with residents, staff and wider stakeholders. Your professionalism and gravitas will naturally command respect, whilst your knowledge of the sector, good business acumen, commitment to excellent service delivery and ability to understand varying needs will be crucial to your success in this role.

If you think you have what it takes to help us continue to provide good services, develop strong partnerships, and are passionate about improving peoples' lives and life chances, then please contact our retained consultant [Kelly Shaw at Campbell Tickell](#) on 07900 363803 or email kelly.shaw@campbelltickell.com. For further information please visit www.campbelltickell.com/jobs

Closing date: Monday 16th August 2021 at 9am

**CAMPBELL
TICKELL**

CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990 (Recruitment)

info@campbelltickell.com

www.campbelltickell.com

